

WELCOME TO THE AIR FORCE RESERVE

A Research Paper

Presented To

The Research Department

Air Command and Staff College

In Partial Fulfillment of the Graduation Requirements of ACSC

by

Major Franklin J. Dolcater
Major Gregory L. Hataway
Major Calhoun S. Hodges
Major Susan D. Morgan
Major Robert B. Rossow

March 1997

Report Documentation Page		
Report Date 01MAR1997	Report Type N/A	Dates Covered (from... to) -
Title and Subtitle Welcome to the Air Force Reserve	Contract Number	
	Grant Number	
	Program Element Number	
Author(s) Major Franklin J. Dolcater, Franklin J.; Hataway, Gregory L.; Hodges, Calhoun S.; Morgan, Susan D.; Rossow, Robert B.	Project Number	
	Task Number	
	Work Unit Number	
Performing Organization Name(s) and Address(es) Air Command and Staff College Maxwell AFB, Al 36112	Performing Organization Report Number	
Sponsoring/Monitoring Agency Name(s) and Address(es)	Sponsor/Monitor's Acronym(s)	
	Sponsor/Monitor's Report Number(s)	
Distribution/Availability Statement Approved for public release, distribution unlimited		
Supplementary Notes		
Abstract		
Subject Terms		
Report Classification unclassified	Classification of this page unclassified	
Classification of Abstract unclassified	Limitation of Abstract UU	
Number of Pages 14		

Disclaimer

The views expressed in this academic research paper are those of the author(s) and do not reflect the official policy or position of the US government or the Department of Defense.

Contents

	<i>Page</i>
DISCLAIMER.....	ii
ACKNOWLEDGMENTS.....	iv
ABSTRACT	v
BIBLIOGRAPHY	1

Acknowledgments

We extend our deepest thanks to our faculty research advisor, Lt. Col. James F. Wooddell for his patient guidance and assistance on this project. Thanks also to Lt. Col. Nancy Perry, Lt. Col. Rodney Winter, and Major James Ratti of the ACSC faculty for exposing us to the intricacies of ToolBooks and HyperText Markup Language (HTML). Our thanks to Col. Ralph Francis, Director of Public Affairs, Headquarters, Air Force Reserve Command, and his staff for providing us with facts, fact sheets, command briefing slides and numerous copies of Citizen Airman Magazine. Finally, we would like to thank our families for their support and understanding as we tackled this project.

Abstract

This project's focus was to update an existing information ToolBook on the Air Force Reserve. The word "ToolBook" is used in a generic sense to identify a software project since the update was done in hyper text markup language (HTML). This project was selected for update because of its relevance to the curriculum taught at Air Command and Staff College (ACSC). The Air Force Reserve Command (AFRC) has taken on a greater role in day-to-day Air Force operations than ever before. In fact, the Reserves are now performing what used to be active duty only missions. Yet, many active duty personnel do not understand how the Air Force Reserve is structured or what contribution is made to the overall (Total Force) effort. A basic understanding of Reserve operations by active duty personnel is crucial if the Reserves are to be seamlessly integrated into daily Air Force operations. The question then becomes, "Using HTML, how can we best inform our selected target audience (ACSC faculty and students) on the basic history, structure, mission and concerns of the Air Force Reserve?" The primary audience of ACSC faculty and students was selected to limit the scope of the project and make it manageable. This audience represents a group of individuals with tremendous potential impact on the rest of the Air Force. This is especially true since they will either be our future leaders or have the potential to influence them. As HTML can be integrated into the World Wide Web, the product is easily loaded to the ACSC Bulletin Board for world

wide access. This product can also be incorporated into the distance learning (CD-ROM) curriculum for those students taking ACSC by correspondence or seminar.

One primary assumption was made in planning for the ToolBook update. It was assumed a small number of ACSC faculty and students (both in-residence and distance learning) come in contact with Air Force Reservists frequently enough to understand what the Air Force Reserve contributes to the Total Force and to daily operations. The Air Force Reserve has traditionally trained to augment the active duty forces in wartime. This activity is still the primary reason the Reserves exist, but the role the Reserves play in day-to-day Air Force activities has shifted significantly due to manpower shortages caused by the drawdown in active duty forces. Two examples of new missions for the Air Force Reserve are highlighted by the first reserve Airborne Warning and Control System (AWACS) unit and a new combat camera unit. Especially noteworthy is our contribution toward the Bosnian (peace effort) operation. These are only two examples of the new missions for the Reserves. Also, since 1990, the Reserves have been involved in almost 30 contingencies, triple the number it experienced in the first 40 years of its existence. In spite of all this activity, there are many on active duty who still view the Reserves in the old “Weekend Warrior” image and do not understand what contributions the Reserves make to the Air Force mission. A thorough understanding and appreciation of Reserve contributions and concerns can only serve to facilitate a better rapport between active and Reserve forces.

The original ToolBook was gutted and a new format and structure were formed. The ToolBook was broken down into four major sections: (1) History and Evolution, (2) Structure and Organization, (3) Current Operations (Roles and Missions) and (4) Special

Topics which includes mobilization issues and concerns of traditional reservists (employer/employee issues). The ToolBook was also modified to include introductory and transitional paragraphs for each section plus a standardized method of going from page to page in the ToolBook. A help file was added to assist the reader with the navigation of the ToolBook and instructional icons or phrases were added to almost every page to make the product as user friendly as possible. “Hot words” are scattered throughout the ToolBook to provide access to additional information to enhance the reader’s understanding of the Air Force Reserve without interrupting the information flow of the basic product. (A “hot word” is a link that, when activated, takes the reader to another source of information in the ToolBook). Short film clips on several Reserve topics are available throughout the ToolBook. An appendix was also added that includes: (1) aircraft specifications for aircraft the Reserves currently fly, (2) definitions and abbreviations for clarity, (3) chronological historical data, (4) the bibliography, (5) a help file with navigation instructions, and (6) the credits.

The History and Evolution section describes the early years of the militia and relevant public law prior to World War II and then discusses the formation of the Air Force Reserve in 1948. A discussion of the issues of the 1960s follows including the inception of the Total Force concept and the implementation of the Associate Wing program in the Military Airlift Command. This section continues with a discussion of the final evolution of Total Force policy along with a brief description of newly acquired Reserve missions and deployment operations. A discussion of the issues of the 1990s follows with the final point highlighting the February 1997 redesignation of the Air Force Reserve from a field operating agency to a major command. Several examples of reserve

involvement in contingencies were also added as “hot links” along with a link to the chronological data in the appendix. Photographs or drawings were used where possible to add emphasis to the text.

The Structure and Organization section starts with the Air Force Reserve Command (AFRC) mission statement and proceeds to discuss the functions and missions of the various headquarters and the Air Reserve Personnel Center. A brief discussion of the various Reserve categories follows along with a description of training in the reserves. The role of air reserve technician (ART) personnel is discussed and is followed by a description of the individual mobilization augmentee (IMA) program. Then, the associate program is described and the flying units in the command are listed. This section closes with a listing of statistics on experience factors and total manpower availability.

Current Operations--Roles and Missions discusses almost every aspect of Reserve involvement in contingencies and contributions to the Total Force. This area of the ToolBook discusses the importance of training and then covers the flying missions of all Air Force Reserve aircraft. Support operations are then discussed which highlight the contributions of a broad cross section of Reserve specialties in humanitarian missions, nation assistance, and crisis intervention. This section goes on to discuss worldwide/theater support operations conducted by Air Force Reserve forces. Special emphasis is given to Bosnian flying and ground support operations to emphasize the high operations tempo facing the Reserves today. Finally, we close with an examination of possible future missions for the Air Force Reserve. The entire section makes use of photographs to support the written material. Hot links are used extensively to enable the reader to

view fact sheets on all aircraft flown by the Air Force Reserve (except the HC-130 for which no fact sheet was available).

The final section in the ToolBook covers special topics. The first discussion centers on recruiting programs and the basic rules that govern each one. Participation concerns are addressed in the retention area and is followed by a description of Reserve retirement eligibility rules and benefits. The mobilization area covers a brief background of why mobilization exists, the planning that goes into the mobilization process, how units and individual personnel are activated, and how they are deactivated. The last issue covered in this section (and the ToolBook) are employer/employee issues. The role of The National Committee for the Employer Support of the Guard and Reserve (NCESGR) is discussed. This is followed by a detailed discussion of the provisions of the Uniformed Services Employment and Reemployment Rights Act (USERRA). The conclusion closes out the ToolBook by summarizing key thoughts and facts.

Bibliography

- Air Force Instruction (AFI) 10-301, Responsibilities of Air Reserve Component (ARC) Forces, August 1995.
- Air Force Instruction (AFI) 10-402, Mobilization Planning, January 1997.
- Air Force Instruction (AFI) 36-2015, Air Force Recruiting Advertising, May 1994.
- Air Force Instruction (AFI) 36-2612, United States Air Force Reserve (USAFR) Reenlistment and Retention Program, July 1994.
- Air Force Instruction (AFI) 36-2633, The Air Force Reserve Individual Ready Reserve Program—Management and Mobilization, December 1995.
- Air Force Instruction (AFI) 36-2908, Family Care, July 1994.
- Air Force Instruction (AFI) 36-3006, Survivor's Benefit Plan and Supplemental Survivor's Benefit Plan (Active, Guard, Reserve, Retired), July 1994.
- Air Force Instruction (AFI) 36-3205, Applying for PALACE CHASE and PALACE FRONT Programs, June 1994.
- Air Force Instruction (AFI) 36-8001, Reserve Personnel Participation and Training Procedure, March 1996.
- Anderson, LTC Stephen P. "FY 97 Appropriations Review." *The Officer*, November 1996, 16-18.
- "ANG-USAFR are also 25." *Air Reservist* 24, No.5 (August-September, 1972): 23-26.
- Bartlett, David. "Western Wildfires." *Airman Magazine*, December 1996. On-line. Internet, January 1997. Available from: <http://www.af.mil/news/airman/backissu.htm>.
- Bird, Julie. "The Chief's Vision." *Air Force Times*, 2 December 1996.
- Chapman, Susan. "Total Force Never Stops." *Air Force Magazine* 79, no. 11 (November 1996): 34-38.
- "Charleston Unit Best In 21st Air Force." Air Force Reserve News Service. On-line. Internet, November 1996. Available from: <http://tecnet.jcte.jcs.mil:8000/htdocs/bboard/afresnews>.
- "Combat Camera." *Citizen Airman* XLVIII, No. 5 (October 1996): 8-9.
- "Communications Units Train." *Air Force Times*, 4 November 1996.
- Compart, Andrew. "Reserve To Get A Piece of AWACS Mission." *Air Force Times*, 10 February 1995.
- Department of the Air Force, "Air Force Reserve Employer Support Initiatives." Point Paper. Robins AFB, GA: HQ AFRES/PAM, 15 Aug 94.
- Department of the Air Force, *History, A Brief History of the United States Air Force Reserve 1916-1993*, Directorate of Historical Services, Headquarters Air Force Reserve, Robins AFB, GA, 1993.

Doolittle, Gordon L. "Air Force Reserve and Air National Guard Potential." Thesis No. 1412, Air War College, Maxwell AFB, AL. Air University Press, 1958.

Freeman, SSgt Charles and Michon, MSgt Sandi. "Medical Specialists Treat Thousands In Poor Villages." *Citizen Airman* XLVIII, No. 4 (August 1996): 12-13.

Futrell, Robert F. *The United States Air Force in Korea, 1950-1953*, 2nd ed. rev. Washington, D.C.: Office of Air Force History, United States Air Force, 1983.

Gerry, Col Alexander A.C., AUS Retired. "Operations Joint Endeavor Reserve Forces Contribution." *The Officer* LXXII, No. 11(Autumn 1996): 32.

Gibbar, Col James, "Roles and Functions of the Air Force Reserve." Briefing. Air Command and Staff College, Air University, Maxwell AFB, AL. 1996.

Gilstad, Col Claire J., "Defense Authorization/AFRES Gets MAJCOM Status," *The Officer*, November 1996, 43.

"Guard and Reserve 1996 Personnel Fact Sheets." Air Reserve Personnel Center (ARPC/DPMPE). On-line. Internet, November 1996. Available from <http://www.afres.mil/~arpc/imaupdat/fact96.htm>.

Handbook for the Guard and Reserves, AF Times, Special Supplement, Springfield, VA, Army Times Publishing Co., 1994.

Hargis, Thomas G. "The Impact of Changes on the United States Air Force and the United States Air Force Reserve." Report No. 81-1060, Air Command and Staff College, Air University, Maxwell AFB, AL, 1982.

Harlan, John S. "The United States Air Force Reserve: Past, Present and Future." Executive Research Project No. A127, The Industrial College of the Armed Forces, National Defense University, Fort McNair, Washington D.C., 1993.

"History of the United States Air Force Reserve." HQ AFRES/HO, 155 2nd Street, Robins AFB, GA, 1 May 1995.

Hurt, Courtney. "Crisis Management." *Citizen Airman* XLVIII, No. 6 (December 1996): 18-19.

Hurt, Courtney. "Reservists Fly 95 Percent of Denton Amendment Missions." *Citizen Airman* XLVIII, No. 6 (December 1996): 7-9.

Johnson, Leon W. "Americas Citizen Airman." *Armed Forces Chemical Journal*. 8:10 (May-July 1954).

Joulwan, Gen George A., USA. "Active and Reserve Forces-One Team, One Mission." *The Officer*, September 1996: 14-17.

Joyner, Bo. "Engineers Build A Better Future For Poor Mountain Villages." *Citizen Airman* XLVIII, No. 4 (August 1996): 9-10.

Joyner, Bo. "Making The Conversion." *Citizen Airman* XLVIII, no. 5 (October 1996): 10-11.

Joyner, Bo. "What if . . . ?" *Citizen Airman* XLVIII, no. 5 (October 1996): 2.

Joyner, Bo. "Reserve Officers Personnel Management Act." *Citizen Airman*, August 1996, 2-6.

Mace, Alexandra. "Team Evaluates Health Care Needs At Indian Reservations." Air Force Reserve News Service. On-line. Internet, November 1996. Available from: <http://tecnet.jcs.mil:8000/htdocs/bboard/afresnews>.

McDonald, Capt Anne. "Travis Reservists Fly Relief Supplies To South Dakota." Air Force Reserve News Service. On-line. Internet, January 1996. Available from: <http://tecnet.jcte.jcs.mil:8000/htdocs/bboard/afresnews>.

McIntosh, Maj Gen Robert A. "Air Force Reserve Provides Critical Support." *The Officer* LXXII, No. 11 (Autumn 1996): 24-25.

McIntosh, Maj Gen Robert A. "New Missions Make Sense For America." *Citizen Airman* XLVIII, No. 5 (October 1996): ii.

McIntosh, Maj Gen Robert A. "1997 Promises to be Another Successful Year." *Citizen Airman*, December 1996, ii.

McIntosh, Maj Gen Robert A. "Status of the Air Force Reserve." In Operations Structures Coursebook. Edited by Patricia A. Self and Gwen Story. Maxwell AFB, AL. Air Command and Staff College, November 1996.

Muradian, Vago. "Reserve Gets Search, Rescue Role For Shuttle." *Air Force Times*, 25 April 1995.

"New Defense Bill, What Does It Mean for the Air Force Reservists?" *Citizen Airman*, December 1996, 13.

Nobel, Carmen. "AWACS Is Used To Spot Smugglers." *Air Force Times*, 25 November 1996.

Nobel, Carmen. "Team Helps Reserve Wing Deal With Losses." *Air Force Times*, 9 December 1996.

"Open Letters from Reserve Affairs." Department of Defense, Office of the Assistance Secretary for Reserve Affairs. On-line. November 1996. Available from <http://raweb.osd.mil/raegram.htm>.

"Promoting Employer Support for Reservists." Department of Defense, Office of the Assistant Secretary for Reserve Affairs. On-line. November 1996. Available from: <http://raweb.osd.mil/docs/whpaper.htm>.

"Rescue Crews Support Operation Provide Comfort II." Air Force Reserve News Service. On-line. Internet, November 1996. Available from: <http://tecnet.jcte.jcs.mil:8000/htdocs/bboard/afresnews>.

Reserve Component Programs Fiscal Year 1995: The Annual Report of the Reserve Forces Policy Board. Washington, DC: Office of the Secretary of Defense, March 1996.

"Reservists in Gulf." *Air Force Times*. March 11, 1991.

Sandler, Maj Gen Roger W., AUS Retired, Executive Director, Reserve Officer Association. "Editorial-Congressional Action-104th Congress." *The Officer*, November 1996, 10.

"UNAMIR: Mission to Rwanda." *Joint Forces Quarterly* (Spring, 1995).

"Uniformed Service Employment and Reemployment Rights Act of 1996 (USERRA)." On-line. Internet, November 1996. Available from: <http://dol.gov/dol/asp/public/programs/handbook/userra.htm>.

"Units Support Saudi Arabia Move." *Air Force Times*, 2 September 1996.

USAFR Fact Sheet 94-1R, The Air Force Reserve Historical Milestones, October 1994.

USAFR Fact Sheet 97-2R, Special Missions, January 1997.

USAFR Fact Sheet 97-3R, Associate Program, January 1997.

USAFR Fact Sheet 97-5R, Medical Units, January 1997.

USAFR Fact Sheet 97-11R, Fighter and Bomber Operations, January 1997.
USAFR Fact Sheet 97-12R, Air Reserve Technician Program, January 1997.
USAFR Fact Sheet 97-16R, Air Force Reserve, January 1997.
USAFR Fact Sheet 97-18R, Headquarters Air Force Reserve, January 1997.
“USERRA Facts for Employers.” National Committee for Employer Support for the Guard and Reserve. On-line. November 1996. Available from <http://www.ncesgr.osd.mil/employer.htm>.
Vicellio, Capt Henry, “1966 in Retrospect: Productive Year for the Air Force Reserve With Missions in Support of Regular AF.” *The Officer*. 43:14 (February 1967).
Watkins, Steve. “Reserve Pilots Get The Call To Instruct.” *Air Force Times*, 14 October 1996.
Zuckert, Eugene M. “Air Reserve Forces Prove Readiness.” *Air Reservist*, 14, No. 3 (June-July, 1962): 10.

DISTRIBUTION A:

Approved for public release; distribution is unlimited.

Air Command and Staff College
Maxwell AFB, Al 36112